their high responsibility, but by no means the only attributes that leadership in such an immense undertaking demanded. There ought to have been initiative, resource, pliability, vision, imagination, aptitude to learn from experience, courage and skill to profit by, and not to persist in mistakes. In all these respects these honourable men had grave deficiencies, and the world is suffering today from the results of their shortcomings.

What these lacked

French statesmen had been quite conscious of Joffre's inadequacy for some time. They had historical precedents which ought to have stimulated them to a quicker decision in disposing of him. The French Revolution was saved by the promptitude with which Generals who failed were removed. The Allies in this war had been beaten in nine out of every ten of the battles they fought, owing to the reluctance which they displayed to substitute the efficient for the inefficient and the adequate for the misfits. JofFre himself had set an excellent example of the way with Generals who were unequal to their responsibilities, when he dismissed platoons of them after the great retreat. But he got rid of them before they had acquired any public reputation.

Tenacity of

Just like the British public with Kitchener, the French public—and that included soldiers—retained their belief in JofFre long after those who transacted business with him

had ceased

Confidence to ^ave anY ^^ *n ^s competence. His resolute countenance inspired a sense of strength. That is what a harried people instinctively seek in trouble. They make the mistake of thinking that the seat of intelligence is in the chin. Great generals, dictators, and bruisers always have that